

Spreadsheet

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JUNE 2018



Pay Gap

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Gender Pay Gap

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CIPFA

Message from the President

This past year has been full of many memorable moments and events making it very difficult to pick a single highlight. My visits to all of CIPFA's branches have been really enjoyable, especially as I have had the honour of leading the graduation ceremonies for new qualified CIPFA students. And each time, I am always taken aback by their enthusiasm and passion.

My international trips have been humbling and inspiring. My visit to Nepal earlier this year, where I signed a Memorandum of Understanding (MoU) with the Institute of Chartered Accountants in Nepal (ICAN), was really fantastic. As was the time I spent recently in Pakistan, where I led a session on public financial management governance at the Institute of Chartered Accountants in Pakistan (ICAP). Both events were memorable because I had a chance to witness first-hand the admiration and respect our international colleagues had for CIPFA. Over the course of my tenure, I have witnessed CIPFA fully utilise its very unique position of being the only global public finance institute to bring about change and raise standards. One example is how CIPFA is playing an instrumental role in ensuring the risks and opportunities of Brexit for public sector are understood

via its Brexit Advisory Commission for Public Services. The Commission's new podcast series (which I would highly recommend) has had, at the time of writing, nearly a thousand listens. All of this work will hopefully influence the best possible deal for the sector.

Last year I chose the following three themes: the importance of medium-term financial planning, aligning public services and the digital agenda.

The importance of medium-term financial planning is an area long close to my heart, and is one that has become increasingly relevant given the Northants S114 notice. At a roundtable held jointly with the LGA, Solace and the MJ, I made the case for how balance sheets and capital investments, as well as revenue budgets, can be used to improve the financial resilience of local authorities. And similar advice that CIPFA has given has even been referenced on national news outlets, such as the BBC and ITV.

My second theme, aligning public services is also hugely important to ensuring the whole sector is put on a sustainable footing, and the Institute has continued to be a driving force behind this. We have released various thought pieces and guidance on healthcare integration, property

rationalisation and devolution. I have also spoken at many events over this past year and attended various roundtables to discuss these topics.

Of course, CIPFA must not just focus on improving services for the today, but also for the tomorrow. My third theme, how technology, such as AI and digital data, could help transform public financial management for the benefit of the people and places we serve, is one that CIPFA has been exploring. And the Institute's conference will showcase how CIPFA intends to be at the forefront of such change.

I know that the Institute will continue to go from strength to strength under the reigns of CIPFA's incoming president, Sarah Howard. I'm sure you'll show her the same level of welcome that you've shown me.

Thank you all for your incredible support over this past year.

Andy Burns

**Andy Burns,
President**



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CIPFA reports on gender pay gap

In line with requirements for UK organisations with over 250 employees to report on their gender pay gap, CIPFA has published its own results.

The total number of staff accounted for in CIPFA's gender pay gap report was 257, of whom 128 were men and 129 women. The figures are provided based on hourly rates of pay at 5 April 2017.

The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duty (PSED) and publishing equality objectives every four years. The deadline for all the publishing requirements were streamlined to 30 March.

The new obligations only apply if the authority has 250 or more employees on 31 March of a given year. They only apply to specified English authorities, specified cross-border authorities and specified non-devolved authorities operating across England, Scotland and Wales. Scottish and Welsh public authorities listed in Schedule 19 to the Equality Act 2010 are subject to their own devolved regulations, which already include gender pay gap reporting.

CIPFA's gender pay gap was found to be 17%. As a medium-sized organisation, small fluctuations in the senior levels of the team can have a significant impact on the gender pay gap. The considerably higher proportion of men in the upper quartile heavily impacts on the level of our gender pay gap – for example, were the chief executive female the overall mean gender pay gap would drop to 12%.

The CIPFA Management Board welcomes the new drive to shed light on gender pay gaps and fully recognises the need to improve on our own gap.

The Institute has already identified a number of actions which are being taken forward in the current year. However, we will continue to consider what other actions we may take to help reduce the gap in the future including how we factor in gender pay gap considerations into our overall recruitment, retention and reward strategies and will seek staff contributions on this important issue in the coming months.

According to The Guardian, more than 60% of councils and nine out of 10 NHS trusts have a gender pay gap, based on submissions from 196 town halls and 74 English NHS trusts.

The newspaper reported that Tonbridge and Malling borough council has the largest gap (33.6%), with Breckland district council next at 31.3%. Dartford council follows with 27.9%.

Although most pay gaps favour men, some public sector organisations have gaps that favour women. Women's median pay is 17.3% higher than men's at Liverpool community health NHS trust, while at Bradford district care foundation trust and Sussex community NHS foundation posted results of 4.6% and 3.8% in favour of female employees. Fifty-six councils have pay gaps favouring women, the largest of these being Three Rivers district council, with 42%, and Pendle borough council, with 36%.

According to Office for National Statistics figures, the national median hourly gender pay gap for full-time and part-time workers in the UK economy is 18.4%.



The gender pay gap reporting requirements must be adhered to but a specified public authority can handle the process as part of their wider PSED work or equality strategy. For example, public authorities can set equality objectives which would help reduce the gender pay gap in their organisation.

CIPFA's gender pay gap report can be viewed [here](#).

Public Finance Innovation Awards

We are delighted to reveal the 2018 Public Finance Innovation Awards winners. The winners, drawn from across the sector and representing all parts of the UK, demonstrate the remarkable dedication and inventiveness of those working to deliver excellence in governance and financial management throughout the public sector.

Hosting the event this year was Sarah Smith, Scotland Editor and Presenter of Sunday Politics, held at The Brewery in the heart of London. It was a wonderful evening amongst those who won awards were the Finance and Procurement Team from Buckinghamshire and Milton Keynes Fire Authority, who won CIPFA Penna sponsored, Finance Team of the Year Award. The judges commented that “We are delighted to reveal the 2018 Public Finance Innovation Awards winners. The winners, drawn from across the sector and representing all parts of the UK, demonstrate the remarkable dedication and inventiveness of those working to deliver excellence in governance and financial management throughout the public sector.”

Public Finance Leader of the Year (sponsored by Oxygen Finance) went to Andrew Hardingham, Strategic Director for Transformation & Change, Finance, Plymouth City Council, it was said that “Andrew’s creative and innovative approach has shaped a new vision and strategy for change within the finance service, and his “Finance FIT” project is a superb example of how to move the finance function forward. Andrew’s leadership isn’t just confined to strategy and project success and places a strong focus on staff wellbeing and the development of a collaborative and innovative culture.”

Other awards went to:



- Finance Team of the Year – Health: Finance Department, Wrightington, Wigan and Leigh NHS Foundation Trust
- Finance Team of the Year – National Bodies: Finance Team, Independent Living Fund Scotland
- Achievement in Financial Reporting and Accountability: Keira Shepperson, Chief of Staff to the CFO, Rebecca Simon, Communications Director, Scott Shearer, Communications Senior Manager, Marilena Ioannidou, Director, British Business Bank Investments
- Alternative Service Delivery Model of the Year: Housing Maintenance Partnership comprising, Welwyn Hatfield Borough Council, Mears and Stradia
- Outstanding Procurement Initiative: Samantha Rix, Procurement Specialist, The Newcastle Upon Tyne Hospitals NHS Foundation Trust
- Finance Training and Development Initiative: Government Finance Academy
- Innovation in Internal Audit: Tracey Woodwards, Lead Auditor, The Government Internal Audit Agency (GIAA) at DVLA
- Good Governance Award (sponsored by SWAP Internal Audit Services): Rob Winter, Head of Internal Audit for South Yorkshire Police and the Force Executive Team, South Yorkshire Police
- Innovation in Treasury and Asset Management (Sponsored by CIPFA Property): Financial Services – Treasury Team, Dorset Council Partnership (one internal staffing organisation serving the 3 councils of North Dorset District Council, West Dorset District Council and Weymouth & Portland Borough Council)
- Innovation in Risk Management: Insurance and Risk Team, Lincolnshire County Council
- Community Engagement Project of the Year: Wigan Council – The Deal for Communities Investment Fund
- Digital Finance Project of the Year (sponsored by Oracle): Online Fitness to Drive Team, DVLA
- Solutions Partner of the Year: London Ventures Team (Ernst & Young (EY) and London Councils) and Xantura

Children's Social Care: Hope in these Times

by Rob Whiteman, CIPFA Chief Executive

While by no means fixed, the efforts by councils and others to convince government of the need for action to support the delivery of adult social care has resulted in a number of changes designed to help meet the growing demand, including the introduction of the adult social care precept and the promise of a Green Paper.

Children's social care has not yet received the same attention, despite clear warning signs (not least, CIPFA's annual CFO confidence survey) that the strains on local authorities are just as great, if not greater, for children's social care as they are for adults.

Children's care is a politically sensitive and emotive area. It is also a highly complex one, covering a range of needs spanning different age groups, levels of vulnerability, special educational support and many other areas deemed appropriate from a safeguarding position. With the responsibility of funding and service delivery falling on multiple parts of the public sector; from council services, to schools and academies, to the NHS and police, the challenge of co-ordinating the right level of support at the right time between so many different organisations and agencies can prove somewhat of a challenge in itself.

Each of these component parts has seen funding cuts to a lesser or greater degree over the course of ten years of austerity. The risks of cutting too far and under-investing now exposes public bodies to long term consequences, which means investing in children's services must be part of a long term strategy from the government. But in the short term we are now beginning to see evidence that a funding reduction in one area places pressure on another. Cost shunting suddenly becomes a real risk (by accident or design) and it is easy to see how whole system prevention and early help

programmes can become less about what is best to support the child and family and more about limiting the impact on a particular budget.

Local government funding over the past decade has been cut by close to a half. For the most part the response has been outstanding, with councils identifying ways to find efficiencies, innovate, transform services and collaborate with other councils and public bodies.

Children's services has not been immune to these austerity challenges. Spending on children's social care by local authorities was initially cut (-8.2% 2011/12, -8.4% 2012/13), and, although funding levels since have occasionally been more generous (+2.1% in 2015/16), the overarching direction of travel is one of funding continuing to fall short of demand. This at a time of significant rise in child protection cases, which show few signs of abating (6.3% increase in 2011/12 to nearly 30% in 2015/16).

Overall, this is a stark reminder of a need versus resource mismatch. Indeed, for the last two years, national total spend on children's services was £0.6bn above budget, and it is recognised that by 2020 there could be a £2bn funding gap.

Spending patterns from one council to another differ widely. In the joint publication *Changing Children's Lives* launched last year CIPFA and Peopletoo, the practitioner led public services transformation consultancy, found that in 2014/15, spend ranged from an estimated £340 per child in need for one authority, to £4,970 per child in another. The effectiveness of the service also varied widely, for example, the rates of re-referrals to children's social care during that year varied from 6% to 46% and children with repeat child protection plans varied from 3% to 44%.

To avoid an exercise in pure cost cutting to balance the books, we need better sharing of best practice and the

innovations and efficiencies that some organisations are achieving. It was great to see exactly this at a recent CIPFA roundtable event facilitated by Peopletoo in the West Yorkshire and Humber region. Attended by local government finance leaders and those responsible for delivering children's services, the group not only discussed some of the current challenges facing children services, but also shared some of the innovative work that is happening across local government and its partners, particularly in places such as Bradford, Calderdale and Doncaster.

The event evidenced the benefits of not only coming together as a region to share ideas for innovation, but also to identifying opportunities to work more closely together in areas such as out of borough placements, market development, and market shaping. The event also provided an opportunity for Peopletoo and CIPFA to share some of their experiences and example of best practice from across the country. Key topics included high cost placements, high needs funding apportionment, and whole system prevention and early help.

Drawing on the roundtable discussions and best practice across the country, one of the positives that is apparent from this challenging financial time is the drive to work in greater partnership with providers, third sector and health; adopting a whole system approach to maximise resources and streamline pathways. From Peopletoo and CIPFA's experience this not only drives greater efficiency but also improves outcomes for young people, their families and carers.

Of course, this does not take away the need to heighten the profile of the financial challenges facing Children Services, but what it does offer is some hope in these challenging times.

New report suggests majority of EU workforce options won't work for public services

All but one of the workforce settlements options that the UK could reach with the EU would fail to meet the needs of public services, according to a new report published today (Thursday 3 May).

The report, by CIPFA's Brexit Advisory Commission for Public Services, argues that only a bespoke deal with the EU, which would allow the public sector to recruit top-end talent as well as sufficient numbers of skilled workers and lower-skilled staff, would work for public services.

This is because the other politically viable options, which include: free movement for people with a job offer; free movement for particular groups of workers; a points-based system; preferential system for EU nationals; and, a work permit system, do not meet the requirements of the public sector.

A workforce deal with the EU, which would support public services, would have the following characteristics:

- Be flexible enough to ensure public sector organisations can recruit the talent they need
- Ensure public services are still able to recruit the best international talent to the most skilled posts, such as medicine and academia
- Enable the public sector and private providers such as care homes to recruit essential, lower-skilled staff, notably care workers
- Be flexible enough to meet the varying workforce needs of different regions

- Be consistent with the likely funding level of public services
- Support public services in meeting future demand, particularly in health and social care
- Avoid unnecessary bureaucratic barriers which would inhibit recruitment

The report suggests that if the settlement fails to meet these needs trade-offs must be found, such as increasing funding for public sector pay or increasing immigration from other parts of the world. Simply hoping the slack will be taken up by British workers in the absence of other policy initiatives is not a viable option.

Julia Goldsworthy, Chair of the Brexit Advisory Commission for Public Services, commented:

"A wealth of evidence suggests that if the UK were to end freedom of movement then it would result in a seismic change for public services in terms of its ability to recruit and retain vital staff. Indeed, even though we haven't yet left the EU, there has already been a negative impact upon the health and social care workforce.

"Considering a drop in EU migration would directly affect public services, the UK Government must not decide upon their approach to the workforce settlement without seriously taking stock of how best to support the public sector. Our evidence suggests that a bespoke deal seems like the best option available, and so we hope this is pursued."



Rob Whiteman, Chief Executive of CIPFA, said:

"Workforce is a piece in the Brexit jigsaw that we can't afford to mess up. Indeed, if we struck the wrong deal then it would have dire consequences for public services.

"Despite time constraints, the Government must not rush to a workforce deal with the EU. Instead, they should consider extending the formal transition period to give themselves the opportunity to reach a suitable workforce solution that reflects the needs of the public sector."

Mind the gap: Social Care

by Rob Whiteman, CIPFA Chief Executive

The two fundamental issues to be considered by the Green Paper on social care for older people, due in the summer, are the long term sustainability and equity of the system. But running like a fault line through both is the fundamental division between health care, which is essentially free, and social care, which is essentially chargeable. That divide leads to problems of both fairness and efficiency.

The political principle of free health care has become something of a sacred cow, even though it is in practice impure, given the charges for prescriptions, eye care and dentistry. Yet it remains politically acceptable to charge for social care, even though the impact of, say, health condition of cancer and the social care condition of Alzheimer's disease on people's life and finances may be very comparable. The cancer sufferer faces no treatment or accommodation costs, whatever their earnings or capital assets. The Alzheimer's sufferer in nursing care is likely to be paying £1,000 per week until their assets are reduced to £23,250. So a house owner with equity of £180,000 who is in nursing care for three years will likely pay £156,000.

That won't happen to many people. The Dilnot Commission's (2011) analysis showed that 20% will turn out to have no social care need, and the median total cost of social care is just £20,000. However, a small number of people will incur very high costs, and every house owner faces that risk. Such a pattern suggests that the risk should be pooled, as with the NHS (ill health risks fall similarly) or fire insurance cover.

The Dilnot Commission's research showed widespread dissatisfaction

with the current position. People feel it is unjust for two main reasons. First, because it is a matter of chance whether an individual faces long term costs classifiable as a health need or as social care. Second, many people feel that, having saved throughout their lives to purchase a house, they should be able to pass the asset on to their descendants subject only to the universally applicable rules of inheritance tax.

The problem could, in theory, be solved by insurance. However, the private sector doesn't provide an insurance product for social care costs: not because they are unwilling, but because they don't know what the cost curve will be for current insurance purchasers – costs may well be 40 years away, and further big shifts in the patterns of old age spending could occur. The private sector can't take on such a potential for 'aggregate shocks', so there is a complete market failure. This is not to blame the private sector: the difficulties faced may be confirmed by the realisation that the problem is not UK-specific - nowhere in the world is there such a market. The key difference in covering this through the public purse is that the state can change the level of the cap in future in response to any aggregate shock, as a private company could not.

Moreover, this sharp divide makes the process of deciding whether someone qualifies for Continuing Health Care (CHC) cost-critical for both organisations and individuals. It makes a huge difference to the budgets of councils (who pay for the social care of those who cannot pay for themselves) and CCGs how someone is classified. That causes unnecessary disputes, which can undermine joint working. At present people are forced to 'self-

insure' – which causes stress and leads to strong incentives to 'cheat' by giving away assets.

In terms of equity, the system needs to ensure fairness both within and between generations. That isn't to say that older people shouldn't make a larger contribution overall to the costs they incur than they do currently, given that their wealth relative to younger generations has increased sharply in recent decades, but the balance needs to be rationally justifiable. The system adopted also needs to protect individuals from very high social care costs by pooling risks.

The proposals enacted (but not implemented) by the Care Act, 2014, would have addressed this and reduced the CHC boundary problem. There are other options, and CIPFA does not recommend any particular system for organising the split between state and individual contributions to the costs of social care. However, CIPFA believes it is vital to make a strategic change, not to defer a substantive decision - as has already happened several times over the past two decades in which the problem has been getting worse. That strategic change should reduce the sharpness of the differential between social care, as a largely paid-for service, and health as an essentially free service; and it should protect individuals from the possibility of very high social care costs by finding a means of pooling risks.

The role of reserves in local government financial resilience

by Rob Whiteman, CIPFA Chief Executive

Back in March, CIPFA published the results of its annual council tax survey. The rise in council tax across the country repeats the trend we've seen over recent years and it also reflects the financial strains that many local authorities are facing

Local government finances have been much in the news over the past few months. Northamptonshire County Council's extreme predicament has naturally grabbed headlines, alongside speculation over which council might be next.

The truth is, Northamptonshire is ultimately unlikely to be a unique or isolated case. The whole sector faces pressure owing to cuts, funding pressures and service demands. But other councils in as difficult a position as Northamptonshire have over a period of time managed their finances to a safer outcome. In a year or so, without some concerted action we should expect more Section 114 notices because on a normal distribution curve not all councils are as well led as the best. Councils have lost 50% of grant and are spending 25% less than in 2010 and so the government should consider first quantum, that it's putting more money into the system, but secondly how more councils can be supported or challenged to move up the well-led curve. For our part, CIPFA is considering steps to further improve financial management capabilities.

On quantum, this year's council tax increases will act as a sticking plaster, but as the LGA pointed out last week, local government faces a £5bn funding gap by 2020. This tells us that the sector either needs more resource from government or the ability to raise more

resources from a wider range of taxes and charges.

I would hope that these issues are addressed by widening MHCLG's Fair Funding review.

And councils must keep up the pressure on growing their tax bases through growth and maximising the opportunities of partnership working to achieve value for money at system level. But most of all the sector must keep its feet on the ground. Perhaps the aphorism that *turnover is vanity and margin is sanity* applies less to public bodies, but there is no question that the overriding rule that cash is king applies just as much. That Northamptonshire is running out of money by overly depleting reserves over recent years has led to its plight.

Local government reserves play a crucial role in good public financial management. They exist so that a council can invest in service transformation for the future or else allow them to respond to unexpected events or emerging needs. Critics have been quick to criticise these pots of money held by councils, arguing that services should not be failing while councils hold reserves. But taking away capital and technical sums such as insurance, usable revenue reserves usually only amount to about a month's turnover on operations. And always remember as one-off resources, they can only be spent once, while service demands will continue year on year.

Finally, as CIPFA guidance sets out, the legal requirement that a revenue budget deficit is not permissible when it cannot be covered by revenue reserves, applies to any future financial year and not the just the current year.

The question is not whether there will be more s114 notices in the years ahead, but whether there will be more s114s now in relation to the years ahead if reserves are overly depleted.

And we should applaud that the system works. Northamptonshire CC has set a more balanced budget for 2018/19, on advice from officers and external auditors, than would have occurred without the recent notice.

Enabling Financial Resilience in local authorities

By Carol Culley, City Treasurer at Manchester City Council and Chair of CIPFA Local Government Faculty Board, and Margaret Lee, Executive Director, Corporate and Customer Services at Essex County Council

The job of the S151 Officer in local government has never been more challenging – after eight years of austerity, many local authority budgets are now cut to the bone, and with no clear funding strategy for adult social care, unprecedented pressure on children’s services and homelessness, and no clear line of sight on business rates and fair funding, the job is not for the faint hearted!

Much has been written about Northamptonshire County Council and the reasons for their problems, and we don’t want to go into that here, it is fair to say though, that something has to be done. A local authority that becomes financially unsustainable means vital local services provided to the most vulnerable people in our communities will fail too. That can’t be acceptable in the 21st century.

So what can be done?

Clearly local authorities will be engaged in lobbying both collectively and individually up and down the country to raise awareness of the problem. How successful that will be remains to be seen – but we all know that the NHS attracts a higher profile with government than local government – particularly in its 70th year, so the chance of significant additional funding for the sector is probably not high.

Locally transformation programmes will be running to identify and deliver savings – but the low hanging fruit has long gone, the fruit in the middle of

the tree is getting scarce and now we all need to become giraffes with long necks to reach the fruit at the top – how long will that last?

In response to this situation, CIPFA has embarked on two major pieces of work – strengthening the resilience toolkit already in place.

Firstly, CIPFA is working with the sector to design an index that will provide an indicator of resilience to all those within a local authority and others elsewhere. This isn’t about generating the next set of headlines, but about providing an early warning system to enable timely action to be taken – better than emergency unplanned action, which cannot be in the best interests of anyone.

The design of this needs careful consideration with appropriate input from the sector, including those S151 Officers who are living and breathing day to day financial management and all that entails, to ensure there is appropriate context and interpretation. Without this balancing view, the index could at best distract and at worse mislead.

The index is just one part of the work underway. The second area is the development of a new Financial Management Code, which will sit alongside the established Prudential and Treasury Management Codes.

Strengthening the importance of robust and effective financial management is seen as essential in the difficult climate that local authorities are facing and will support S151 officers to effectively fulfil their responsibilities in this area. It will also help elected members, who are faced with increasingly difficult choices to really understand what good looks like in terms of financial



Carol Culley

management and specifically, how good their own authority is. CIPFA’s Funding Advisory Service will continue to play an important role supporting finance leaders in the context of the new Financial Management Code and implications of the Resilience Index.

Again, this work will be delivered in collaboration with the various Treasurers Societies, and relevant bodies including the NAO, LGA, External Auditors and MHCLG and overseen by a panel co-chaired by us - Carol Culley, City Treasurer for Manchester City Council and chair of the CIPFA Local Government Board and Margaret Lee Executive Director of Corporate Services at Essex County Council.

These two pieces of work will provide the ultimate reference library and guidance framework to support the hard pressed finance teams and local members, and strengthen the resilience of this sector. Essential work for our essential services.

EU structural and investment funding is worth €4.7bn to Wales, claims CIPFA

EU structural and investment funding, between 2014 and 2020, is worth €4.7bn to Wales, according to new data from CIPFA (Chartered Institute of Public Finance and Accountancy).

This is because Wales, between 2014 and 2020, will receive €3.1bn in EU structural funding, which then levers in an additional €1.6bn in funding from both public and private sources for projects and infrastructure, raising the total funds to €4.7bn.

In a submission to the Welsh Government, CIPFA argues that the current method of distributing funding to Wales from the UK is outdated and inappropriate. This is because the amount of funding Wales receives is determined by the Barnett Formula (linked to population size) and not driven by need.

Although it remains unclear whether EU funding will be replaced by UK government funding beyond 2020,

CIPFA urges that the current funding mechanism is not used to provide future funding. Instead, the Institute calls for a new funding formula and agreement between the UK and all the devolved nations that will allocate funding towards need and outcomes.

Don Peebles, Head of Policy and Technical, commented:

“The money that Wales receives from the EU is by no means insignificant. And if funding levels were sustained and devolution arrangements modernised, then there could be real opportunity to more effectively use this funding.

“To achieve this, the government must directly face up to the limitations of the Barnett Formula. And look to create a new funding scheme that would allocate money based on need and to meet specific outcomes.”

In its submission, CIPFA also recommends the following:

Agreement needs to be reached between the Welsh and UK governments on structural and investment funding quickly to mitigate any potential for delays in project planning and implementation due to funding concerns.

The Welsh Government should press for resolution on whether there will be access to EU research funding. And CIPFA supports the view that research funding should continue to remain at arm’s length from the government.

CIPFA supports the view that, post Brexit, the Welsh Government should have flexibility to develop its own specific agriculture funding practice based on its objectives for the sector.

It would also be appropriate for a review of agriculture payments nationally, including the system of direct payments, to ensure transparency, fairness and efficiency in the payments system.

Annual Governance Statements 2017/18

CIPFA recently reviewed a sample of statements from 2016/17 to establish how effectively authorities were applying the updated guidance: [Delivering Good Governance in Local Government, Framework](#) CIPFA and Solace 2016.

It was good to see some authorities updating their approach and demonstrating higher standards of transparency and communication to their stakeholders. At recent workshops run by the CIPFA Better Governance Forum examples of good practice were shared, together with some ‘do’s’ and ‘don’ts’.

Unfortunately CIPFA also identified some authorities that did not appear to have adopted the framework, which has been a requirement of annual governance statements from 2016/17 onwards. Examples included:

- authorities referring to the principles of the obsolete 2007 framework in the annual governance statement
- adopting a revised local code that continued to align to the 2007 framework
- omitting key elements required by the 2016 guidance. In particular a number failed to include an explicit opinion in the statement or failed

to explain how they had resolved any governance issues raised in the previous year’s statement.

As well as being a requirement of statutory regulations the statement is an important way for the authority to account for the adequacy of their governance to their stakeholders and to support improvement.

To supplement the Framework and Guidance Notes CIPFA has produced a [briefing](#) setting out good practice. Subscribers to the Better Governance Forum can also download the [workshop materials](#) sharing examples of good practice.

Developing a strong PFM system to support sustainable services & growth in Nigeria

At the Institute of Chartered Accountants of Nigeria (ICAN) UK & District Society’s 5th zonal conference ‘Building Tomorrow’s Africa Today: Nigeria in Focus’ in March 2018’, Gillian Fawcett, Head of International was invited to present on the development of a public financial management system as an essential component to building sustainable public services in emerging economies like Nigeria.

The Federal Government of Nigeria has for a long time recognised the lack of progress in its economic development due to challenges of transparency, accountability, corruption, and poor service delivery. As far back as 2004 Nigeria decided to embark on economic and governance reforms and are now introducing International Public Sector

Accounting Standards (IPSAS) and an Accountability Index for the Country. Gillian highlighted that the challenges are still there, but made the point that Nigeria is fired up to overcome them, particularly on the anti-corruption front.

She commented, “Throughout history, good accounting practices have powered nations whereas poor accounting and the misuse of public money has led to financial chaos and fuelled civil unrest. The global economy is looking brighter and Nigeria has started the year stronger. As the economies of African countries continue to strengthen, it is important that arrangements for good governance and strong Public Financial Management (PFM) are in place”.

The conference was attended by 200 participants from both Nigeria and the UK. CIPFA has a MoU with ICAN and our representation at the conference shows our continuing to commitment to supporting ICAN on public sector matters.



Institute matters

Summer Internal Audit Update

This year's summer update was in Leeds on 14 June.

CIPFA President Andy Burns chaired the event which had the theme of 'Looking Ahead'. Speakers, including Professor Tony Travers, focussed on the challenges and changes impacting on the public services, together with a focus on the role internal auditors can play.

Key sessions included the impact of Brexit on the public services, the risks and effectiveness of arms-length organisations and auditing strategically.

Full details of the programme are available on the CIPFA website: www.cipfa.org/training/s/summer-internal-audit-update-20180614



CIPFA and ICAN supporting PFM development in the Government of Nepal

CIPFA was delighted to be invited to attend the South Asian Federation of Accountants (SAFA) Conference and Board meeting, held in Kathmandu, Nepal in January. The Conference showcased top talent in the accountancy profession, through the SAFA Elocution and Quiz Contest, the latter brought together young, talented accountants in a challenging quiz competition. During the Conference key themes discussed included:

- Digital transformation – opportunities for the profession and for Public Financial Management and Governance

- Value Creation and Integrated Reporting
- Ethics and Integrity – being at the heart of PFM and Good Governance.

CIPFA President, Andrew Burns, delivered the keynote speech “Evolving economic environment - challenges and way forward,” and also discussed how professionalisation in talent development, systems and processes is key to developing capacity and capability to help meet the changing needs in the profession.

Following this, CIPFA and the Institute of Chartered Accountants of Nepal (ICAN) signed a Memorandum of Understanding

(MoU) to help strengthen public financial management in Nepal. The purpose of the MoU is to create a formal basis for collaboration and co-operation between CIPFA and ICAN, so that the two institutes can share expertise to advance responsible public sector accounting and financial management in Nepal.

The MoU will also explore CIPFA membership routes for ICAN members. With a follow up meeting already held with ICAN in London in April we are on track to help them make a plan to help improve PFM in the Government of Nepal, as well as build capacity and skills to support their PFM challenges.



CIPFA supporting Zimbabwe to improve transparency and accountability

In March the Zimbabwean Ministry of Finance, the nation's Public Accountants and Auditors Board (PAAB), CIPFA, and IFAC (the International Federation of Accountants) gathered more than 200 senior officials from central and local government to discuss next steps in Zimbabwe's migration to accrual accounting based on International Public Sector Accounting Standards.

Gillian Fawcett, Head of International, helped to facilitate the event as it was an important part of the process feeding into the development of a Strategic Implementation Plan for accruals based accounts. The development of a Strategic Implementation Plan is a project that CIPFA is spearheading in partnership with the PAAB. Participants at the roundtable actively identified accrual accounting implementation challenges and solutions and shared global, regional, and local best practices. Other speakers came from the Organisation of English-speaking African Supreme Audit Institutions, the Government of South Africa, and Government of Tanzania.

As an essential partner to government, the accountancy profession committed to continued strengthening of central and local government accountancy capacity—including attendees being offered access to CIPFA's Certificate in IPSAS.

CIPFA Service Reporting Code of Practice (SeRCOP) 2019/20: Service Expenditure Analysis (SEA)

The SEA sets out a framework for reporting local authority service expenditure. This structure is an important factor in determining and defining the information that we collect in the CIPFA statistics and also government returns such as the RA/RO, Section 251 and ASC-FR.

Effectively revising the SeRCOP SEA and keeping it fit for purpose is about finding a consensus across these many considerations and the various stakeholders. It is therefore essential to gather a broad base of opinion to inform this process.

Whilst ensuring the accuracy if the current structure and the definitions therein is important, we are also keen to challenge the usefulness of the analysis in the following ways:

- Do the expenditure divisions reflect how services are delivered and organised in practice?
- Do the service divisions provide the basis for robust, reliable, consistent and comparable information?

- Is the number of mandatory and discretionary levels about right in your service area?
- Are they well balanced in terms of the proportion of total cost in each division?
- Does the current breakdown help you in your benchmarking, policy or value for money analysis?

Once we have collated all the comments we will produce a wider consultation paper on the changes in the early part of the summer (normally July/August).

In the meantime should you have any queries or require further clarification please email at: sercop@cipfa.org.

New team focused on helping to detect, analyse and recover public sector fraud loss

Fraud takes many forms and is evolving all the time, growing in sophistication as technology improves and spreading whenever exploitable gaps in a system are found. For the public sector – already under pressure to absorb funding cuts, find efficiencies and manage increasing demand – fraud can have a very real impact on the ability to provide public services.

The true scale of loss to the public purse is difficult to accurately assess. According to the Annual Fraud Indicator 2013, which provides the last set of government sanctioned estimates, fraud costs the public sector at least £20.6bn annually. Within that there were a multitude of crimes, from tax and benefit fraud to corrupt procurement practices, and payroll fraud.

Recognising these considerable challenges, CIPFA set up the Counter Fraud Centre four years ago to create a centre of excellence dedicated to help, serve and equip the public sector with the knowledge, skills and tools to tackle fraud.

The Centre has become a lynchpin in the sector's fight against fraud. As well as offering seven counter fraud qualifications, including two accredited by the Counter Fraud Professional Accreditation Board (CFPAB) and three international qualifications, the Centre has produced the Code of Practice on Managing the Risk of Fraud and Corruption; leads on the local government counter fraud strategy, Fighting Fraud and Corruption Locally; and each year produces a survey measuring the extent of fraud hitting public bodies, the CIPFA Fraud and Corruption Tracker (CFaCT). Add to that a long list of resources for public sector fraud teams (for example, a global risk register and anti-bribery

and corruption e-learning) and fraud consultancy services.

Key to its success has been the wide network of organisations the Centre works with, including the National Audit Office (NAO), the National Crime Agency (NCA) and the Local Government Association (LGA), as well as fraud ambassadors in the private sector, such as Halo, Equifax, BAE, Moore Stephens and Mazars.

Time and again, these collaborations have shown that combining resources and sharing data is far more effective than working alone at combating a crime that crosses organisational and geographical boundaries. The Centre's response to this has been the design of a new public sector counter fraud offer, the counter fraud hubs and with it a new team.

CIPFA identified and has appointed a team with a key mix of public and private sector expertise across local government fraud and international data analysis capability. This included a dedicated new post for Peter Wilson as the incoming director who joined from central government last year. Peter has a rich background in counter fraud from the Home Office, most notably, as Director of the National Fraud Authority and then building the renowned Research Information Communications Unit, which used innovative analytics to counter terrorism and serious organised crime including fraud.

CIPFA's strong incumbent team, who had already been awarded the contract to run the London Counter Fraud Hub (LCFH), has been further enhanced with a dedicated local government fraud team led by Marc McAuley who brings 20 years of knowledge. Now with the pilot phase for London well underway

and beginning to roll out, CIPFA has been able to commence bespoke pilots elsewhere in the UK on the back of learning to date and in conjunction with professionals up and down the country.

The LCFH is a data-sharing and analytics solution, which is being led by Ealing Council and London Councils and run by CIPFA, together with a number of partners. Recognising that a fraud does not often conform to borough boundaries, its premise is to use data stretching right across the capital to pinpoint fraud through the analysis of multiple datasets. Over the last ten months, CIPFA has been moving through the pilot phase (with Ealing, Camden, Islington and Croydon councils), testing the concept in three areas: single-person discount council tax (SPD), housing tenancy and business rates.

Early results from the pilot have been hugely encouraging, generating a higher number of alerts than originally anticipated. It is an exciting project that signals the Centre's commitment to providing services and solutions that measurably impact the fight against fraud in the public sector.

For more details on the LCFH, contact the team at: lcphenquiries@cipfa.org

Earlier this year CIPFA accountant Mike Fearon travelled to Rwanda's bustling capital Kigali to provide accounting and financial management support to social agribusiness High Performance Service (HPS)

HPS mills and packages rice, and supports smallholder farmers in generating sustainable incomes through improved access to national markets. They are one of the 500 partners of UK based social enterprise [Accounting for International Development \(AfID\)](#), who arrange overseas assignments for accountants.

We caught up with Mike on his return to hear all about his six-week placement.

Q. What was your motivation to volunteer?

A. I am now almost completely retired from work, I'm not very good at golf, and I hate the idea of going on cruises. I liked the concept of working with people in emerging economies, and helping them to develop their existing skills.

Q. Why did you decide to volunteer with HPS?

A. A developing economy needs capital, and to access investment for enterprise it needs credibility, particularly in accounting and financial management processes. This assignment was about helping a commercial enterprise to present its accounts to potential investors, and convince them that it has sound financial management and reporting processes.

Q. How do you feel you made an impact to the organisation and the local staff?

A. Jean Baptiste, the company's accountant, is recently qualified, and starting his career. I have been helping him to apply his skills to the specifics of financial reporting and the application of International Financial Reporting Standards.



Q. What was your most rewarding experience?

A. I have helped Jean Baptiste to implement an accounting package, and to modify existing spreadsheet based records and link them via a tailored import package. He has taken up the challenge and succeeded, and to see this rapid professional development is very rewarding.

Q. What about outside of work?

A. I stayed in a small hotel with a largely African clientele, and was fortunate to meet a group of academics from various European countries on an intensive study tour looking at post-conflict (in this case post-genocide) reconciliation in Rwanda. They stayed at the hotel for a week, and passed on a lot of information about their experience, and their contacts with the top levels of the Rwandan Government.

Q. How has volunteering benefitted you personally?

A. I have new contacts with Non-Governmental Organisations working

in developing countries, and with politicians and civil servants in the Rwandan government. I am sure this will result in further opportunities to work in Rwanda or other countries, and to develop my own skills and those of others.

Q. Would you recommend volunteering overseas?

A. Without hesitation I would recommend this, particularly to those who are young and recently qualified, or retired but still cerebrally active. There is a great need and opportunity, particularly for people who have retired, and do not have to command a salary commensurate with their experience. It is a great way to learn about, and experience, the wider world.

To find out more about AfID's work, read first-hand volunteer experiences and take the first small step to arranging your own volunteering experience visit www.AfID.org.uk.

CIPFA-Penna Talent Spot

What is talent?

What is talent? How do you identify it? How do you retain it and how do you develop it? Questions that leaders ask me regularly. More and more finance leaders are turning their attention to these questions because finance professionals and their ability to transform organisations and generate revenue have become increasingly in demand.

My answer is often a very short one - good assessment. What I mean is use appropriate assessment to ensure that the people you hire are the best for your organisation; if they fit better, they'll stay longer, succeed and contribute significantly more. And if retained properly they often go on to be leaders of the future.

Assessment that tests skills and ability are important, but more pivotal in my view is assessment that tests values, attitude, behaviours and potential.

There's never been a truer saying than 'you can gain knowledge and train skills but you can't train attitude'. When it comes to finance professionals their technical skills have been so much in demand that their soft skills – communication, people management, personal impact and leadership skills – were often seen as less important, but this is not the case today and public sector organisations are moving to more behavioural and values driven assessment.

Be that through scenarios, role play or immersive bespoke assessments that create real work life days, nothing is more revealing than seeing, hearing and experiencing how your finance professionals act, lead and behave as well as how they close the accounts!

Julie Towers is MD of Penna and CIPFA Penna



Julie Towers

Members news

Welcome to new members

A warm welcome to our new members who have joined CIPFA in the past few months.

May we wish you a long and prosperous career. Don't forget that as a **CIPFA Member** you are a chartered public finance accountant and can use the designation **CPFA**.

Nafisah Khan

Buckinghamshire County Council

Arvinder Natasha Kaur Khela

KPMG LLP

Michelle Kendrick

City of Wolverhampton Council

Matthew Dominic Connell

Nottingham City Council

Stephen Close

North Tyneside Metropolitan
Borough Council

Karishma Gajendra

RADIKAKO PTY LIMITED

Laura Bailey

Glasgow City Council

Allen Fountoukos

CIPFA

Timothy Jones

London Borough of Southwark

Mattheus Louwrens Saayman

London Borough of Camden

Jennifer Sambell

South Wales Fire and Rescue

Aran Jay Saltmarsh

Suffolk County Council

Shelina Cherylene Hooper

London Borough of Camden

Katie Owen

Denbighshire County Council

Bethan Jayne Thomas

Welsh Government

Ryan Paul Glennon

Leeds City Council

Keith Lovett

Ministry of Justice

Karen Taylor

British Transport Police

Dean Langsdon

London Borough of Islington

Wendy Kay Swale

County Durham Housing Group

Howard Hamilton-Smith

Burnley Borough Council

Ben Barlow

Northamptonshire County Council

Blessing Inyang

Grant Thornton UK LLP

Dipesh Gajmer

London Borough of Lewisham

Daniel Watson

Grant Thornton UK LLP

Steven Smith

Hampshire County Council

Diane McDonough

Engie in Partnership with North
Tyneside Council

Rachel Macdonald

THE HIGHLAND COUNCIL

Mohammad Shahajahan

The World Bank, Dhaka Office

Louise Said

City of London Corporation

Kim Christine Chequer

Nationwide Building Society

Pawel Abramik

Great Western Hospitals NHS
Foundation Trust

Mhedi Hayat Abbasi

Ministry of Finance

CIPFA Rewards for members

Planning for the future this summer? Check out these amazing CIPFA Rewards, with members only savings below.



[PG Mutual Income Protection Plus. Protects against the unexpected.](#)

We all know that life can be unpredictable. But it may be easier than you think to protect against its ups and downs. In the event of illness or injury, taking out a PG Mutual Income Protection Plus plan could provide you with a regular monthly income that could cover most of your outgoings.

Plus, PG Mutual returns its profits to its members so that the plan builds up an investment element whether you claim or not. All in all, it makes the future look a whole lot rosier.

PG Mutual Income Protection Plus. Protects against the unexpected.

For an instant quote or for more information, click [here](#).



[Award winning healthcare](#)

vdoc private doctors solve 80% of patient issues after the first consultation – without leaving the office.

Through CIPFA Rewards you'll get vdoc's award-winning healthcare at the discounted rate of £4 p/m (minimum 12 months subscription) as a user. That drops to £3 p/m if you pre-pay for 12 months*.

[View more information](#)



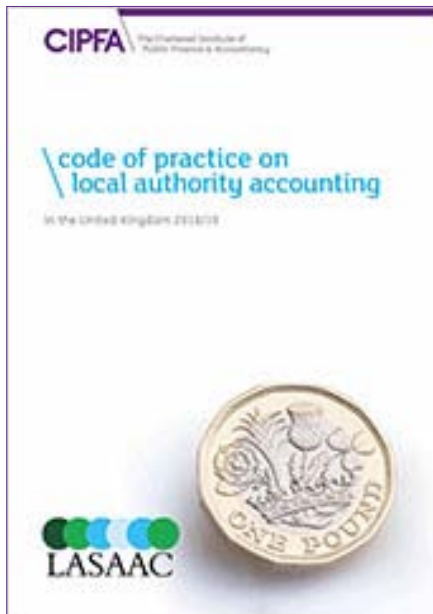
[Discounted CV Writing / Personal Branding Services for CIPFA Members](#)

92% of shortlisting decisions are based upon the contents of CVs and 85% of shortlisted candidates are checked out on LinkedIn. Having a well written CV and LinkedIn profile is critical! CIPFA members get a 15-20% discount from one of the UK's leading Personal Branding, CV writing and LinkedIn service providers*.

[View more information](#)

*Terms and conditions apply to all benefits. See website for details. CIPFA Rewards is managed and run on behalf of CIPFA by Parliament Hill Ltd.

Recent CIPFA publications



Code of Practice on Local Authority Accounting in the United Kingdom 2018/19

This Code is prepared under International Financial Reporting Standards (IFRS), which have been adopted as the basis for public sector accounting in the UK. The 2018/19 Code has been developed by CIPFA/LASAAC and has effect for financial years commencing on or after 1 April 2018.



Audit Committees: Practical Guidance for Local Authorities and Police (2018 Edition)

This fully revised and updated edition takes into account the legislative changes and professional developments that have affected the sectors. It includes additional guidance and resources to support audit committee members, and those working with and supporting the committee's development.



The Practicalities of Integration

The integration of health and social care has been on the agenda for years, but what does it actually mean and what does it hope to achieve?

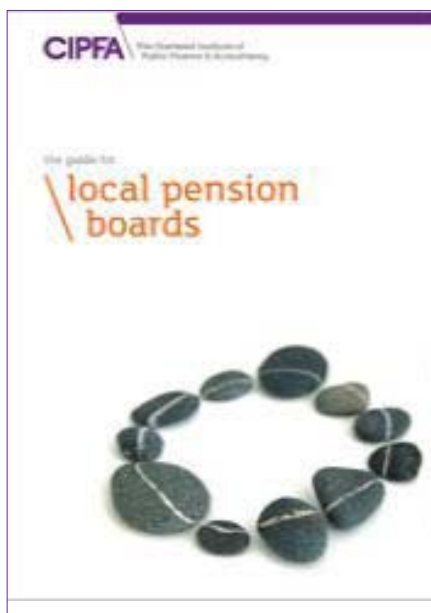
This publication looks at the problems and solutions to effective integration and the potential efficiencies that can be achieved.

Recent CIPFA publications



Company Financial Reporting: A Guide for Local Authorities

In response to the rapid growth in local authority trading companies (LATC) and the subsequent demand for guidance around LATC's financial statements, this publication provides detailed and practical support on preparation of LATC financial statements.



The Guide for Local Pension Boards

This title looks at how local pension boards add value to the work of the pensions committee within the Local Government Pension Scheme. It considers how boards work with the administering authority, the governance and structure of boards and the roles of the LGPS Scheme Advisory Board and the Pensions Regulator.

Are your details up to date?

To ensure that you're receiving your membership services and the information you need from CIPFA, please login to [MyCIPFA](#).

Once you have logged in, please check your contact details are up to date, add additional information such as your date of birth, phone number and the sector you work in (if you have not already done so), and let us know if your circumstances have changed. You can also update your email preferences.

Not registered on MyCIPFA yet?

Registration only takes a few moments. Once you are registered, you'll also be able to:

- Manage your membership
- Update your interests and preferences
- Access your exclusive benefits
- Purchase publications and book courses and events
- CIPFA is committed to the public finance sector and understands its needs.



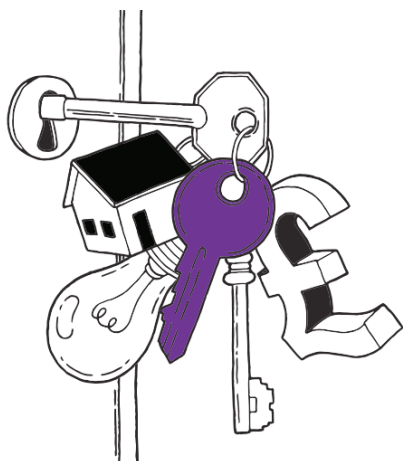
CIPFA is looking for new members to join its TISonline editorial boards

As a member of a board, you would be involved in writing and updating content for a TISonline information stream (available through the CIPFA website) drawing on your own expertise and experience.

This is a voluntary activity, but it is an excellent way of meeting fellow practitioners, learning from others, and fulfilling CPD requirements and personal development goals at work.

Boards with current vacancies are:

- Human Resources – looking for members with a background in human resources. Please contact susan.furber@cipfa.org.
- ICT and Business Transformation – ideally looking for members with a link to the NHS or public sector IT. Please contact susan.furber@cipfa.org.
- Transport – currently looking for Scottish and Welsh professionals. Please contact alyssa.howell@cipfa.org
- Budgeting - currently looking for new members, specifically Northern Irish and Welsh professionals or from Central Government. Please contact alyssa.howell@cipfa.org
- Planning - currently looking for new members. Please contact jonathan.last@cipfa.org
- Treasury Management - currently looking for new members. Please contact jonathan.last@cipfa.org



Graham Homes – an obituary

Many readers from the South Wales area will be saddened to hear of the death of Graham Holmes at the age of 74.

In 1963, Graham joined the finance department of the then Monmouthshire County Council. He subsequently, attended Lanchester Technical College, Coventry (now known as Coventry University) and qualified as a member of the Chartered Institute of Public Finance Accountants (then IMTA) in 1968 Graham’s subsequently worked for the Gwent County Council, where he was appointed Chief Internal Auditor and then following the restructuring of local authorities in Wales, continued this role with Torfaen County Borough Council.

He would later become the Assistant Director of Finance for revenue services. One of his former colleagues described him the following terms – “Graham was simply an icon, a leader amongst men. He was held in great respect by all his colleagues. He was the ‘go to’ man. If you had a problem he always had the solution”.

Following his retirement from local government in 2000 Graham continued to make use of his financial skills within the community. Just before his death he celebrated his 50th anniversary as treasurer of the church he had attended all his life. He also achieved a notable double by also being the organist of the same church for 50 years – what an achievement. He also gave his services as auditor to many community councils and charities in the area. Graham leaves a wife, Kay, a daughter and two grandchildren.

Stanley Richard Smith – an obituary

After a career of 35 years in local government, he retired as Director Finance for Dover and District Council in 1983. He had worked in various local authorities in Kent and also Dorchester Town Council. He was 91 years old when he died, and spent over thirty happy years of retirement with his wife, in the New Forest, gardening and playing golf, moving near to his daughter in Buckingham in recent years.



Stanley Richard Smith

Action under CIPFA’s Disciplinary Scheme

The Institute’s independent Disciplinary Committee has taken the following action in relation to a former Institute Member:

Mr David Ricketts

After a hearing held on the 27th November 2017 the Disciplinary Committee determined to expel Mr Ricketts from the Institute in respect of his having unauthorised access to a manager’s email box and passing on information, including confidential information, from that mail box to a more junior staff member for use in a grievance process as well as his providing inappropriate levels support during the grievance process and sending inappropriate emails using the Councils’ email system including for undertaking private accountancy work. As Mr Ricketts is a former member the expulsion means that re-admittance can only be sought in accordance with the Disciplinary Regulations.

Fuller details can be found online at www.cipfa.org/members/conduct-and-ethics/hearings-and-decisions/cipfa-statement-concerning-member-mr-david-ricketts

Fragile states need supporting to grow and develop the accountancy profession

David Goldsworthy, member of the CIPFA International Board attended a conference in Johannesburg at the end of March focused on *Developing Accountancy Capacity in Fragile and Conflict-affected States*.

The conference was hosted by IFAC and PAFA, the Pan-African Federation of Accountants. Some 80 Accountant Generals, Auditor Generals and heads of professional accountancy organisations attended. The purpose of the event was to facilitate a dialogue between representatives of the accountancy profession, government institutions, development partners and other stakeholders, in order to define a strategy for developing the accountancy profession in fragile and conflict affected countries. Discussions were wide ranging covering the priority areas where accounting skills in the public sector can contribute to the

social and economic development of countries.

The conference, which was supported by DFID and the Global Fund, began by looking at what is fragility and how it affects countries drawing on the five dimensions of fragility used by the [OECD](#) namely political, economic, social, and environmental and security fragility. It examined the state of public financial management and what role accountant generals and auditor generals can play.

Although professional accountancy organisations are being established they are often weak and need support to improve their overall management, to strengthen their governance too ensure that their offerings meet the needs of the public sector. There are, for example, 52 such organisations in Africa but only a hand full are considered fully mature so there is a

major need for long-term capacity building support. There were also discussions on the need to massively increase the number of accountants in countries in fragile and conflict affected states – something which CIPFA is helping to address in small but important ways in Zimbabwe, Somalia, and Somaliland and elsewhere in Africa.



David Goldsworthy, Development Action, Honorary CIPFA Member

Mike O'Donnell appointed as CIPFA's Associate Director of Local Government

The Chartered Institute of Public Finance and Accountancy (CIPFA) is pleased to announce that Mike O'Donnell, former Finance Director of London Borough of Camden, has joined the Institute as Associate Director of Local Government. Mike is a longstanding CIPFA member and has held a number of key roles across local government during the course of a distinguished career.

Mike joins the team as CIPFA ramps up its work on developing policy and support that will help embed financial resilience across local government.

"Mike's experience and his deep understanding of public sector finance, coupled with the widespread respect that those in the sector have for him, will be a tremendous asset for CIPFA," explained Rob Whiteman, Chief Executive at CIPFA.

"We are at a real crunch point for many councils up and down the country, which for CIPFA means doing everything we can to ensure finance teams have the support and resources they need to not only balance the books, but have in place the medium term policies to deliver sustainable public services. Mike's involvement will be invaluable."

Mike stepped down from his role as Executive Director Corporate Services at Camden Borough Council in December 2017 after 12 years. The last nine months of his time there had been split between Camden and Birmingham City Council, where he was interim Chief Financial Officer.

During his career, which has included finance roles with London Borough of Richmond upon Thames, Royal Borough

of Kensington and Chelsea, and Swindon Borough Council, Mike has also chaired the London Financial Advisory Committee, sat as a non-executive director for London Authorities Mutual and been President of the Society of London Treasurers.

Speaking of his appointment, Mike said: "CIPFA's role in supporting public finance professionals is more important than ever, particularly across local government, where funding pressures and increasing service demand is adding huge stress on councils' ability to deliver services.

"An important part of my work with CIPFA will be to discuss with finance leaders the challenges they face and to maintain the strong ties of dialogue between the sector, CIPFA and Government policy makers."

Regional news

CIPFA Cymru-Wales Branch

Member CPD event and Annual General Meeting: National Botanic Garden of Wales

Our AGM was held on 7 March 2018 at the scenic location of the National Botanic Garden of Wales and incorporated a CPD event with the general theme of well-being.

Rhian Evans, President of the branch opened the meeting and led members through the formal matters of the AGM. With no election of members necessary for 2018, the AGM heard the Treasurer's and President's reports on the activities of the branch during 2017 and approved the Annual Report and Financial Statements.

The CPD event then heard from the following speakers:

Andrew Tamplin (from Canna Consulting) spoke openly about his own experience of mental health issues and encouraged members to do more to manage both their own well-being and that of others through 'notice, understand and react'. 'Do 15 minutes a day to help your own well-being' was his final message.

Mark Collins (the Chief Constable of Dyfed-Powys Police, and UK-wide lead for mental health matters within the police force in England and Wales) spoke about the problems facing police officers when dealing with incidents where mental health issues arose. He talked about joint working arrangements in his force area, where 'mental health triage' was being introduced as a means of helping to handle situations that involved any mental health crisis. He outlined the work being done nationally to develop a national Strategy for Policing and Mental Health, given that he believed we were at a crossroad in 2018 – what is it we want our police to do.

Alyson Francis (from the ACE support hub, and standing in at short notice for Kelly McFadyen) spoke passionately about Adverse Childhood Experiences (ACEs). There is a range of stressful and traumatic experiences that, when faced as a child can have a long-term and negative impact on an individual's health and well-being. Research into ACEs showed that early intervention and support was required before

in order to allow us to put in place' building blocks of resilience'. The ACE support hub in Wales is pulling the learning together, spreading information and sharing evidence in order to develop knowledge and skills amongst professionals.

The event closed with a presentation by Louise Austin, the Heritage Officer at the National Botanic Garden of Wales, outlining plans to restore the parkland around the site, based to a great extent on watercolour paintings of the original grounds; followed by a short tour of the indoor facilities. Members were encouraged to visit again, when the restoration work had been completed.

This was just the latest in the programme of events CIPFA Cymru-Wales arrange for members around the country. The events all provide an opportunity for development, networking and to gain important new skills and are free to join. The CIPFA Cymru-Wales webpage has details of the forthcoming events during the year.



Andrew Tamplin



Mark Collins



Alyson Francis

Retired Members

Thirteen people enjoyed a visit to Chelsea Football Club on 18th April, and were treated to a visit to the press room and the home and away dressing rooms. We visited the pitch side during the tour as well as sitting in the dugout. There were photo opportunities.

We then adjourned to a hotel for our buffet lunch and decided the autumn visit would be to the Post Office train at Mount Pleasant or an excursion to the Thames River Police Museum in Wapping.

If you have not been tempted to attend one of our meetings and are a CIPFA retiree looking for companionship, I thoroughly recommend you keep an eye open for news of future meetings. If you are interested in joining, please contact editorial@cipfa.org.



Reform for Welsh Local Government

Over the next couple of months CIPFA will be putting together its response to the latest consultation on Welsh Local Government reform. Our submission will reflect the important role played by local government in growing local economies and delivering public services.

We also look forward to an open and transparent debate around Local Authority freedoms and flexibilities as we continue to support Local Authorities in their discussion over funding, finance and taxation. If you are considering responding we encourage you to look at our previous consultation responses which include our work around a five point blue print for reform.

www.cipfa.org/policy-and-guidance/responses-to-consultations/welsh-consultations

New CIPFA Scotland Chair

Gordon Weir, Director of Corporate Services at Care Inspectorate, a post shared with the Scottish Social Services Council (SSSC) has just been announced new Chair of CIPFA Scotland. Taking over from Alison Cumming, who has had a stellar year promoting talent and progress in Scotland. We look forward to seeing Gordon lead CIPFA Scotland from strength to strength.



A Means to an End - Local Authority Property Investment in the UK

In recent years, commercial property investment by local authorities in England has grown exponentially. However, the same cannot be said for authorities in the devolved nations. What are the reasons for this increased investment activity in England and why is it not happening across the rest of the UK?

Common to all UK nations is the need to have regard to the Prudential Framework. The recently updated CIPFA Prudential and Treasury Management Codes call for more robust management of commercial activity and capital borrowing. Local authorities must now articulate long term plans for capital expenditure and investments via a capital strategy. Consideration of both risk and reward is key, indeed a clear statement of an authority's appetite for investment risk is required, as are stronger linkages to asset management Planning and a strategic approach to property.

In February 2018, the Ministry of Communities, Housing and Local Government (MCHLG) directed English local authorities to prepare at least one investment strategy for each financial year, to be made publicly available and approved by the whole council.

This guidance is commonly seen as a response to the increase in English local authority investment activity, as well as an attempt to bring clarity to the grey areas that exist around

the legalities of investing outside an authority's boundary.

The above context does not, however, provide insight into the motivations of English authorities seeking to invest in property. The increase is, in our opinion, primarily driven by a need to respond to central government funding reductions. It is clear to us, as we tour the UK speaking to property and finance officers, that those English authorities with a more developed understanding of the risks involved in property investment, as well as the consequential returns, when combined with progressive and effective leadership at the right levels, have been best placed to capitalise on the cheap money available via sources such as the Public Works Loans Board (PWLB) to tackle this funding issue. Where the imperative to source income streams to combat the reduction in government funding is strong enough, those councils that recruit the right people (with the right skills) and inculcate the right culture, invariably find ways and means to bridge the funding gap.

In Wales, unlike in England, at present authorities lack the benefit of the 'general power of competence' conferred by the Localism Act 2011. This is due to change with the Welsh government noting an intention to legislate to confer 'general competence' powers in their newly published Green Paper on Local Government Reform. We do not, however, believe

this to have been a valid reason to explain the much reduced appetite to commercial property investment. The majority of English local authority property investors actually use the 1972 and 2003 Acts as their power to support property investment activity. It is our belief, that the most likely reason for this divergence in activity is the reduced pressure on Welsh local authority funding.

In Scotland, as in Wales, there is less pressure on local authority revenue budgets from Scottish Government. In addition, there is a general view that there is still scope for more revenue savings, and so perhaps making savings appeals more than revenue generation to what are often regarded as risk averse organisations.

In Northern Ireland we have detected no commercial property acquisition activity. Our belief is that this is down to a combination of the 'boom and bust' in the property market in recent times, financial protection from the Northern Ireland Assembly and perhaps a link to recent local government reform.

And so a mixed picture exists across the UK! However, one thing in all this is certain, and that is that those organisations who make it their priority to recruit well, lead effectively and promote the right culture, will be best placed to take advantage of opportunities that arise in commercial property.

CIPFA South West Annual Dinner – the SS Great Britain - Christina Earls, President, CIPFA South West Region

Do you know what the SS stands for in the SS Great Britain? Well, we didn't either until our event on 18th May. It's Steam Ship, by the way! Our guests, including the current and past Presidents of CIPFA, Andy and Brian, joined CSW Region, our newly qualified members and other guests for a wonderful evening starting with a reception on the Promenade Deck under the glorious Bristol sunshine.

We had the whole ship to ourselves to network and catch up with old friends as well as meeting new colleagues. We were delighted that five of our newly qualified members joined us for the occasion to celebrate their success, and we are especially proud of Will Tarrant, our Junior Vice President and Treasurer, and Sophie Medwell, soon to be President of CIPFA Students Network, being already heavily involved in supporting the work we do in the Regions.

The stewards on the Ship were so welcoming. They were clearly proud of their Ship, and the work done to preserve it, particularly Bob (who you can see in the picture), who gave us a real sense of the Ship's history, not only how it was built by Brunel, and what it was like on board, to the wonderful work that has taken place since in getting it back home to Bristol in 1970.

Made of iron, she had the most powerful steam engine used at sea and this was combined with a screw propeller, the newest invention in maritime technology at the time. It was launched by Prince Albert from Bristol in 1843. After serving 30 years as a luxury passenger ship, she was converted to carry cargo, but damaged at sea, finally being sold to the Falkland Islands Company in 1886 to be used as a floating warehouse. With the



support of the Falkland Islanders, naval architect Ewan Corlett achieved the massive task of rescuing her back to Bristol in 1970. As a Bristolian myself, I can remember watching it being floated up the river, under Brunel's Clifton Suspension Bridge, come in to Bristol, and can only marvel at the work done since.

We were also very pleased with £300 raised from the raffle held, split between [Penhaligan Friends](#), a Cornish charity supporting bereaved children, young people, parents and carers throughout the county, and [We Hear You](#), a counselling charity to anyone affected by life threatening conditions

in Somerset, Wiltshire and Bath and North East Somerset.

Both Danny Batten, our past president and I, were so pleased so many friends came to join us for a truly memorable evening, and would like to thank our generous sponsors and CSW regional Council members, particularly Jo Hall, for making this a truly special event we will be talking about for a long time to come.

Danny organised a photographer, and so you can view the evening's activities here at www.robinhallphotography.co.uk/ssgreat-britain using the code CIPFA2018

Student news

CIPFA Scotland Graduate Class 2018

On the 11th May, newly qualified members gathered to celebrate their graduation alongside CIPFA president Andy Burns, and Alison Cumming, CIPFA Scotland President. Mr Callum Justice, City of Edinburgh Council won the Archie Gillespie Memorial Prize, presented to the top student in local government in Scotland in the final examinations as well as the **D R Bishop Prize**, for the top Scottish student overall in the final examination, across all sectors.

Mr Robert Macaskill, Comhairle Nan Eilean Siar, received the **Audit Scotland Prize** for the top student in Scotland in the Audit and Assurance examination, additionally he won **Highest Audit and Assurance** and **Highest Business and Change Management**.

Those receiving their certifications were:

- Laura Bailey, Glasgow City Council
- Vivienne Buchan, NHS Borders
- Mitchell James Collins, Grant Thornton UK LLP
- Lee Flannigan, NHS National Services Scotland
- Brian Gillespie, Audit Scotland
- Nicole Keeney, Glasgow City Council
- Shona MacMillan, East Ayrshire Council
- Fiona Kate Massie, Aberdeenshire Council
- Catherine Smith, NHS Lothian
- Damien Snedden, NHS National Services Scotland

Special mention should be given to the following prize winners for their exam performance:

Other include:

- Highest Management Accounting: Ms Sharon MacKinnon, Glasgow City Council
- Highest Financial Accounting: Mrs Emilia Kopanicka, Loreburn Housing Association Ltd
- Highest Company Financial Reporting: Miss Eleonora Clemente, NHS Education for Scotland
- Highest Corporate Governance and Law: Ms Caroline Thomson, Department for International Development

- Highest Financial Management: Mr Fraser Dick, NHS Education for Scotland
- Highest Public Sector Financial Reporting: Mrs Linda Taylor, Argyll and Bute Council
- Highest Strategy and Policy Development: Mr Matthew Cable, Grant Thornton UK LLP
- Highest Taxation: Miss Fiona Johnston, City of Edinburgh Council

To find out more about what is going on in Scotland please visit @CIPFAScotChair and @CSN_Scotland



Scottish Graduates with CIPFA President Andy Burns and CIPFA Scotland President Alison Cumming

CIPFA IPSAS training workshop, London planned for June 2018

High quality and transparent public sector financial information is really important, both for the country itself and for potential lenders and donors. So high quality and transparent public sector financial information makes government more accountable to citizens, lenders and donors. It is also a key part of good public financial management, helping government to manage their finances and meet their commitments today and in future.

Some governments find implementing accruals basis IPSAS accounting too challenging to implement at first. CIPFA has developed a training workshop provides insight and knowledge in IPSAS which can be used by any public sector organisations. In response to this CIPFA and its team of expert trainers and speakers have developed a 4-day IPSAS workshop being held in London on 25 to 28 June, to share their knowledge and practical experience, primarily for delegates from overseas to attend.

To find out more about this event visit www.cipfa.org/ipsastraining

CIPFA in the Midlands Sixth Form Management Games

Dates across June and July, 2018

CIPFA in the Midlands are looking for volunteer support from across the region to help with their very successful Sixth Form Management Team Games. Members, CIPFA students and retired members are all very welcome to lend a hand in this innovative role play initiative that teaches school and college students about careers in accountancy and public finance.

The Games are taking place during June and July at venues across the region who would love to hear from anyone who would like to get involved.

Email: 6thforms@cipfa.org

What you need to know about the latest GCSE reforms

The Department for Education is running a campaign to boost awareness of reforms to GCSE qualifications ahead of GCSE results day (23rd August).

The [campaign](#) page directs users to [factsheets](#), for employers, further and higher education institutions, and parents. They provide explanations of the new grading system and other information about the reforms.

CIPFA North East concludes its Sixth Form Management Game season on a high - by putting the Local Government to right!

This highly instructional initiative continued in the North East with schools very positively valuing this annual event. As one of only two regions running this game, we were amazed as ever and delighted by the enthusiasm and energy shown by the sixth form participants at each of the two events held. As always, our faithful band of volunteers did a fabulous job attracting positive feedback from students, despite putting them through the mill during day-long mentally-challenging programmes. One student, on his return to the session after a short interruption, was heard to say, that was brutal, but it was fun’, an incisive but fair evaluation. In all, 12 teams, totalling 84 students, competed at events at Queen Alexandra Sixth Form College on 9th March, and at South Tyneside College on 16th March.

“Going for Growth” was based on the fictional Unitary Borough of Emmstone the teams were faced with identifying cost improvement savings of £10m, which increased to £15m as the day progressed. At various times, they were offered additional funds from a local dairy company for sites to launch a new chain of dairy supermarkets. They were also asked to bid for up to £2 from the Governments Regeneration Capital Fund Their two major tasks were to draft a report outlining their proposals, and finally to do a presentation to their local councillors.

The students faced numerous interruptions throughout the day, including being faced with a very irate union official, The local press and a disgruntled local MP, all trying to influence them in their decision making. This process was important in exposing the teams to everyday working life in the public sector, where there are constant interruptions and changing goalposts.

Each game produced an intense competition, but, unfortunately, there could only be one winner at each venue. This year they were:

- 9th March game: Cramlington Learning Village overcame strong competition from Heaton Manor School in Heaton, Newcastle, St Thomas More RC Academy and Queen Alexander 6TH Form, both in North Shields, Churchill Community College in Wallsend, and Westfield School an independent day school for girls in Newcastle.
- 16th March game: Whitburn Academy overcame strong competition from two teams from South Tyneside College, Conyers School in Yarm, Thorpe Academy and Joseph Swan Academy both from Gateshead.

Each member of the winning team received a £15 Intu voucher. In addition, each mentor nominated a ‘star of the day’ from each team, who was also presented with a £15 Intu voucher. All students received a certificate for taking part, with members of the winning teams receiving a special ‘winners’ certificate.

With hugely positive feedback being received from students and teachers alike, expanding this initiative next year, to allow more teams to enjoy this experience, is certainly something we will be looking to do. It was very pleasing that we had three teams participating for the first time.

Here is a selection of feedback from students and teachers:

“excellent context to the game demonstrated the issues faced.”

“I thought this was a fabulous event, one that truly stretched the students in the most realistic scenario I have ever witnessed in this type of challenge. My group of students loved it.”

“It was one of the best competitions we have ever attended, and we were impressed at how well organised and run it was. Many thanks for the opportunity – will you be doing it next year?”

“the game tasks were excellent, the report/presentation and the interruptions tasks were good examples of working to deadlines”

“It has helped me see the pressure people work under when a time limit is put on things.”

“it was a great way of playing a game that got you thinking outside the box.”

“It has changed my view of how well the public sector functions and the decisions involved with job roles.”

“I was taken out of m comfort zone and done things I wouldn’t have done if I had not done today.”

CIPFA North East wishes to extend its thanks to the volunteers who gave up their day to help the students, the teachers involved, and the students who embraced the challenges and made both days so much fun despite there being so much full-on pressure for all involved.

We also extend out thanks to the venues that provided the accommodation free of charge, and to Mazars, who kindly sponsored the winners’ prize goodies and supplied a number of volunteers. Thanks also to CIPFA and South Tyneside College who provided a range of goodies for each student.

Events

Conferences

CIPFA ANNUAL CONFERENCE 2018 11-12 July, Bournemouth

This year's CIPFA annual conference and exhibition in Bournemouth has as its theme 'Talent, Technology, Transformation: Mapping the digital future'. Hear global economists, thought-leaders, tech pioneers and change management experts discuss and debate the opportunities and challenges presented by the impact of technology.

Both technology and data is rapidly reshaping how both private and public finance sector works. Machine learning, automation and artificial intelligence engines, new technology platforms for investment, peer-to-peer lending, and financial management are challenging the traditional big finance systems and ERP domination. The dependence on systems, information, data linkages and data sharing all create new insight and possibilities. Arguably, a period once focussed on business process re-engineering for greater productivity and efficiency is now becoming an era of data and information management. This will have an impact in areas such as audit, accounting and financial management, including skills and roles of finance professionals.

New technologies will likely replace many traditional accounting functions, putting financial controls in the hands of business leaders and automating pattern analysis and financial planning. But how are these trends affecting the public sector today? When and how will they impact, and what does it mean for current practices, skills and roles?

Explore this new disruptive technology, it's opportunities and it's threats within the wider context of the challenges of the public sector, such as Brexit, funding and public financial management. Join CIPFA members, colleagues from across the public sector and beyond in this innovative two-day conference.

Training

INTRODUCTION TO THE LIGHT TOUCH REGIME 26 June, London

This new workshop will cover key stages of managing and designing a compliant Light Touch Regime (LTR) procurement process. Using invited case studies, it will cover mandatory and discretionary aspects of the regime, procedural flexibilities, choice of award criteria as well as the common pitfalls and opportunities.

www.cipfa.org/training/i/introduction-to-the-light-touch-regime-20180626-london

INTRODUCTION TO NATIONAL NONDOMESTIC RATES 27 June, Birmingham

This event will cover the basics of National Non-Domestic Rates (NNDR), more commonly known as Business Rates – what they are and why they are important. It provides a solid foundation for the most common, important issues such as liability, reliefs, exemptions, collection and enforcement.

www.cipfa.org/training/i/introduction-to-national-non-domestic-rates-20180627-birmingham

LOCAL GOVERNMENT ACCOUNTING CONFERENCE - WHAT ARE THE KEY CHANGES TO FINANCIAL REPORTING? 27 June, Leeds

These CIPFA Local Government Accounting Conferences are the key events to attend to find out the very latest developments on what are important and substantial changes to local government finance, particularly local government financial reporting.

www.cipfa.org/training/l/local-government-accounting-conference--what-are-the-key-changes-to-financial-reporting-20180627-leeds

HOUSING BENEFIT AND WELFARE REFORM UPDATE

28 June, Birmingham

This summer series of CIPFA Benefits and Revenues Service (CBRS) events provides a detailed update on the progress of the welfare reform process.

www.cipfa.org/training/h/housing-benefit-and-welfare-reform-update-20180628-birmingham

CIPFA NW: WORKING TOGETHER TO REDUCE RISK

29 June, Preston

Come and join the CIPFA North West Northern Section in Preston on 29 June 2018 as we learn how to maximise our potential with a range of topics designed to support our personal and professional development.

www.cipfa.org/training/c/cipfa-nw-working-together-to-reduce-risk-20180629-north-west

ADULT AND CHILDRENS SOCIAL CARE BRIDGING THE GAP

2 July, Birmingham

With overspending on adults and social care in excess of £1bn a year, these events will provide an opportunity to find ways of bridging the gap.

www.cipfa.org/training/a/adult-and-childrens-social-care-bridging-the-gap-20180702-birmingham

ANTI-MONEY LAUNDERING IN LOCAL GOVERNMENT

3 July, London

As the UK's financial services sector fast becomes a hostile environment for organised criminals to launder proceeds of crime, criminals are seeking out other sectors that potentially offer a more benign environment.

This training course will provide a technical and practical examination of money laundering, its nature and scale, the threat to public authorities and what the response should be.

www.cipfa.org/training/a/antimoney-laundering-in-local-government-20180703-london

ADULT AND CHILDRENS SOCIAL CARE BRIDGING THE GAP

3 July, Bristol

With overspending on adults and social care in excess of £1bn a year, these events will provide an opportunity to find ways of bridging the gap.

www.cipfa.org/training/a/adult-and-childrens-social-care--bridging-the-gap-20180703-bristol

BETTER CAPITAL STRATEGIES ROADSHOW - EDINBURGH

1 August, Edinburgh

This event will examine closely the Prudential Code requirements and expectations in relation to capital strategies – and what this means for local government.

www.cipfa.org/training/b/better-capital-strategies-roadshow-20180801-scotland

ESSENTIAL SKILLS FOR BOARD MEMBERS

8 August, Edinburgh

This course provides board or elected members with the knowledge, skills and confidence to be effective board members. It is essential that board members of public bodies make a positive contribution to the governance of their organisation. However, often they are expected to do so with limited or no induction and, in many cases, no form of structured introductory training.

www.cipfa.org/training/e/essential-skills-for-board-members-20180808-scotland

PTN CAPITAL VALUATIONS AVOIDING THE PITFALLS 2018 - CARDIFF

9 October, Cardiff

Through a combination of presentations, exercises and discussion this brand new series of capital valuation events has been designed to cut through the language of the various accounting and valuation standards and provide practical tips to avoid common errors of interpretation.

www.cipfa.org/training/p/ptn-capital-valuations-avoiding-the-pitfalls-2018-20181009-wales



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Use this mini-directory to find the right people to contact at CIPFA about a specific area of our work. Where no direct line is provided, call our contact centre on 020 7543 5600 and ask for the relevant person.

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